

Assessment: How Healthy Is Our Team?

Consider each of the questions in the self-test below and decide if you (5) Strongly Agree, (4) Agree, (3) Somewhat Agree, (2) Disagree, or (1) Strongly Disagree with the statements made about the level of health as a team.

	Strongly Agree				Strongly Disagree
1. I enjoy being on this team. I look forward to coming to team meetings.	5	4	3	2	1
2. I am clear about what our purpose is as a team.	5	4	3	2	1
3. This team interacts well with its stakeholders (people who depend on this team and upon whom the team depends).	5	4	3	2	1
4. I trust the people on this team – enough that it enables us to achieve our objectives.	5	4	3	2	1
5. I can be genuine in team meetings. I am not afraid to be honest and speak my mind.	5	4	3	2	1
6. I am clear about what my role is on this team and how it helps us achieve our purpose.	5	4	3	2	1
7. I have found a way to contribute my unique talents and strengths on this team.	5	4	3	2	1
8. We have clear values that we stand for as a team.	5	4	3	2	1
9. We hold each other accountable to live our values and expectations of each other.	5	4	3	2	1
10. My own personal values are aligned with our team values.	5	4	3	2	1
11. We can disagree with each other and still be respectful of each other. We have healthy, constructive conflict on the team.	5	4	3	2	1
12. I am happy with the leadership of the team.	5	4	3	2	1
13. There is a high degree of clarity about our role and priorities as a team.	5	4	3	2	1
14. The members of this team are accountable. I can count on them.	5	4	3	2	1
15. The team is providing the right leadership and adding value to the organization.	5	4	3	2	1
16. We have a good succession plan as a team – to ensure that the right team members are in the pipeline.	5	4	3	2	1
17. We have a good process for how we work together and manage expectations of each other.	5	4	3	2	1
18. This team is a good fit for me. What I do best is what I do here.	5	4	3	2	1
19. This team has a good balance between working hard and enjoying the people we work with.	5	4	3	2	1
20. I can speak openly about concerns when they arise.	5	4	3	2	1

How Healthy Is Our Team? *...continued*

After you have answered the questions, consider having your team's stakeholders (people who depend on your team or upon whom your team depends) rate you. Notice any inconsistencies between how you rate yourself and how your stakeholders rate you.

Scoring:

- 80+: Very healthy
- 60-80: Healthy
- Below 50: Some focused attention is needed to increase the level of health of your team.

Your answers to these twenty questions give you a snapshot of how healthy you are as a team at this moment in time. These scores will undoubtedly fluctuate depending on what is going on for you and what stage you are at in the life cycle of the team. There is no right or wrong score. What is important is to start reflecting upon how healthy you are as a team and what areas you may want to focus on developing. To grow, it is important to recognize the gaps as well as the areas where you are healthy. Health is not a destination, a goal to be sought after, but rather a method of travel.

You may also want to discuss, as a team, what stage you are at in your team's development, as outlined on the next page.

In what areas are we healthy as a team? What do we need to keep doing?

What areas are in need of development?

What actions do we need to take to move our level of health up a notch?

What actions can I start taking?

The Developmental Sequence in Small Groups¹

<p>Stage I. Forming</p> <p>Positive and Polite</p> <p>Some possible anxiety as group members begin to understand why the team exists and what work they will do.</p> <p>Others are simply excited about the task ahead.</p> <p>This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.</p>	<p>Stage II. Storming</p> <p>People now start to push against the boundaries established in the forming stage.</p> <p>Storming often starts where there is a conflict between team members' natural working styles.</p> <p>Challenging authority or jockeying for position as the roles are being clarified.</p> <p>If you haven't defined clearly how the team will work and what the priorities are, people may feel overwhelmed by their workload.</p> <p>Some may question the worth of the team's goal, and they may resist taking on tasks.</p> <p>Many teams never get past this stage.</p>
<p>Stage IV. Performing</p> <p>The team reaches the performing stage, when hard work leads, without destructive friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.</p> <p>It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.</p>	<p>Stage III. Norming</p> <p>This is when people start to be honest and genuine with each other, rather than merely polite. They are able to resolve their differences and appreciate colleagues' strengths.</p> <p>High trust and cohesiveness is now beginning to be in place.</p> <p>Members may more spontaneously socialize together. They are able to ask one another for help and provide honest, constructive feedback.</p> <p>People develop a stronger commitment to the team goal, and you start to see good progress towards it.</p> <p>There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.</p>

¹ This model was originally presented in an article written by Bruce W. Tuckman in Psychological Bulletin, Volume 63(6), Jun 1965, pp. 384-399. He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning"). Many teams will reach this last stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.